

# ***Recruiting Research Consortium***



**By**

**COL Greg Parlier  
Director, Program Analysis &  
Evaluation**

**11 June 2002**



**U.S. Army Recruiting Command**

# Purpose

- ★ **Provide a mechanism to exchange recruiting research information.**
- ★ **Provide working level coordination among members involved in recruiting research and analysis.**
- ★ **Identify recruiting research needs and technology gaps.**
- ★ **Encourage in-depth technical interactions on recruiting issues, leverage strengths and provide assistance.**
- ★ **Support development and maintenance of Recruiting Research Campaign Plan.**



# Agenda

- ★ **Revised USAREC Strategic Framework**
- ★ **Priority Strategies**
  - ➡ **College Market**
  - **Hispanic Market**
  - **“Professionalizing the Sales Force”**
  - **Regional and Community Partnerships**
  - **Short Term of Service**
- ★ **Production Update**
- ★ **Effects of 9/11 on Propensity**



# USAREC Strategic Framework

**CURRENT**



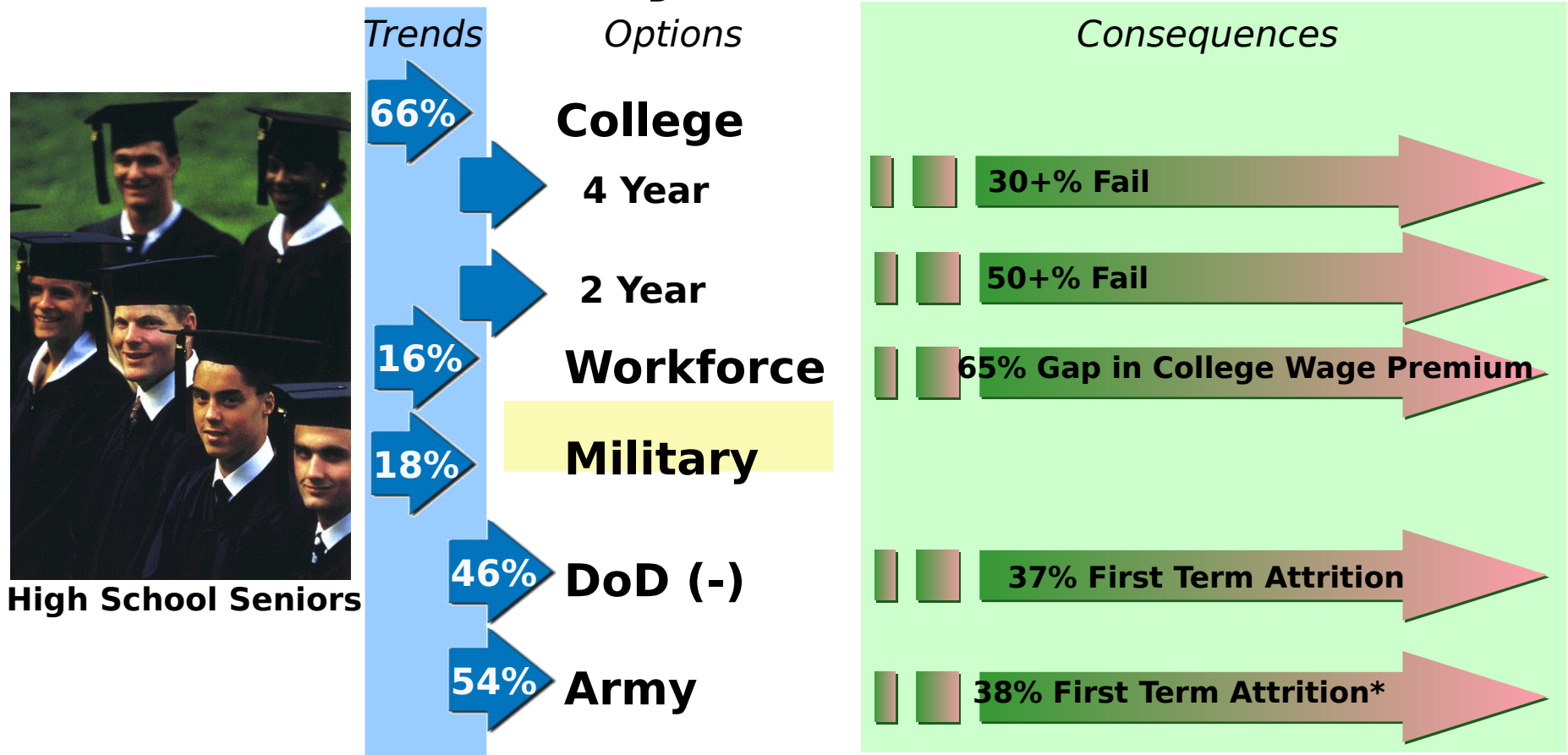
**PROPOSED**



# USAREC Strategic Framework: Strategic Concept



# Current Youth Market Dynamics



The Army needs to shift from offering competing options to providing complementary choices



# USAREC Strategic Framework: Strategic Goals



# Strategic Goals

- ★ **Connect** With & **Invest** In America's Youth to **Inspire** Service In the Army
- ★ **Strengthen** Relationships and **Capitalize** on the Use of Partners in Recruiting to **Promote** America's Understanding of its Army
- ★ **Enhance** USAREC's Marketing, Communications, and Research Programs to **Achieve Long-Term Recruiting Success**
- ★ **Advance & Expand** Recruiter Support to Continually **Increase** Recruiter Effectiveness
- ★ **Improve** Recruiting Processes and **Adapt** State-of-the-Art Technologies to **Revolutionize** the Recruiting System
- ★ **Substantiate** Credible, Accurate, and Valid Resource Requirements to Consistently **Secure** Full Funding

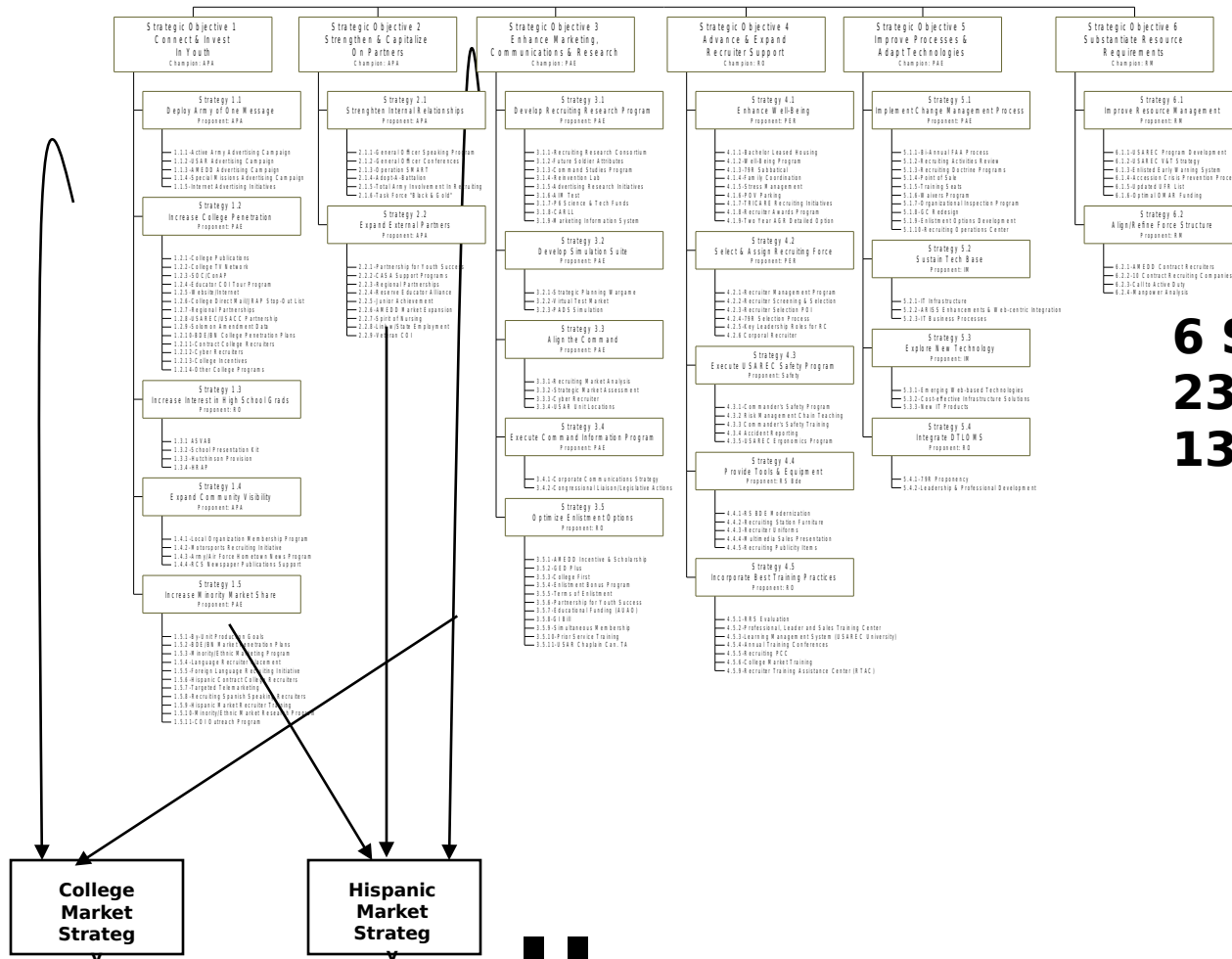




# USAREC Strategic Framework: Programs, Initiatives, and Strategies



# Strategic Goals and Strategies



**6 Strategic Goals  
23 Strategies  
138 Programs**



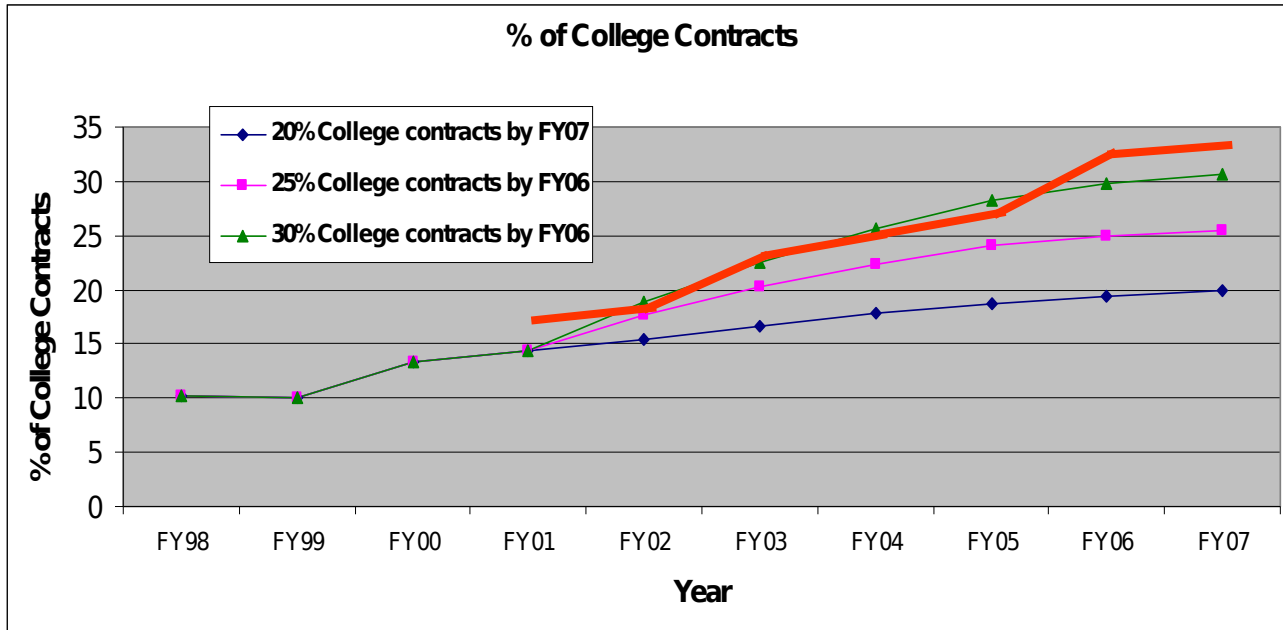
# Five Priority Strategies



- ✧ **College Market**
- ✧ **Hispanic Market**
- ✧ **“Professionalize the Sales Force”**
- ✧ **Regional and Community Partnerships**
- ✧ **Short Term of Service**



# College Strategic Objective



**FY02    FY03    FY04    FY05    FY06    FY07**

**Goal % \*15.5%   20.2%   22.4%   24.0%   29.8%   30.7%**

**Contracts15,80020,60022,80024,50030,400**

**31,300**

**\* Goal % = % of total contracts from the college market**

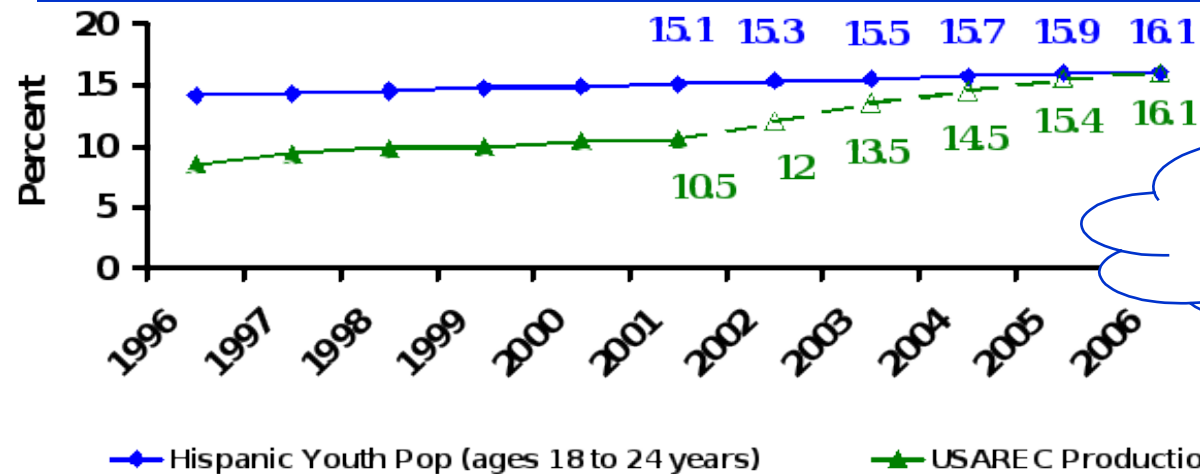
**Contract goals based on 102K contract mission (rounded to the nearest 100)**

**U.S. Army Recruiting Command**



# FY02 to FY06 Hispanic Market Strategy

**Increase Hispanic production to be proportional to the representation of Hispanics in the US population by Fiscal Year 2006.**



**We must recruit Objective Force Leaders today and they must represent society**

- ◆ Hispanic Youth Pop (ages 18 to 24 years)
- ▲ USAREC Production
- ★ **FY00, Recruiting Command implemented Hispanic oriented recruiting practices**
- ★ **Hispanic strategic initiatives focus on education opportunities**
  - ➡ **Stay in School initiatives**
  - **College programs (College First, Army College Fund, Loan Re-payment)**
  - **GED(+) program**
  - **Partnership for Youth Success (PaYS)**

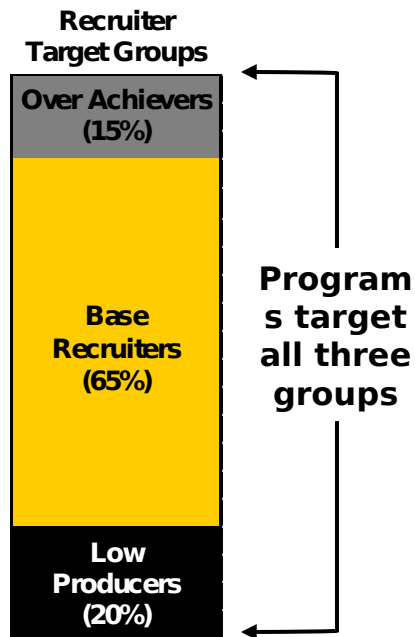
Source: Census Bureau, Woods&Po



**U.S. Army Recruiting Command**

# Sales Force Efficiency Strategy

- ☀ Increase recruiter productivity with the selection, training and management of new recruiters
- ☀ Gains in production will come from the proper selection, assessment, training and management of new recruiters



## ☀ Recruiter Assessment Program (Center One)

- ☞ Assess and provide individualized coaching of new recruiters
- ☐ Implement new assessment plan in 2nd Qtr FY02
- ☐ Transition assessed recruiters (who currently produce at a 1.5 GWR) into the Command

## ☀ Recruiter Selection Instrument

- ☐ Screen field force NCOs and identify individuals with the natural attributes for sales
- ☐ Profile recruiter selections in 3rd Qtr FY03 by utilizing existing industry instruments
- ☐ ARI tasked to develop selection instrument for implementation in FY03
- ☐ Decrease Army Recruiting Course assessment attrition to 2% by 4th Qtr FY03

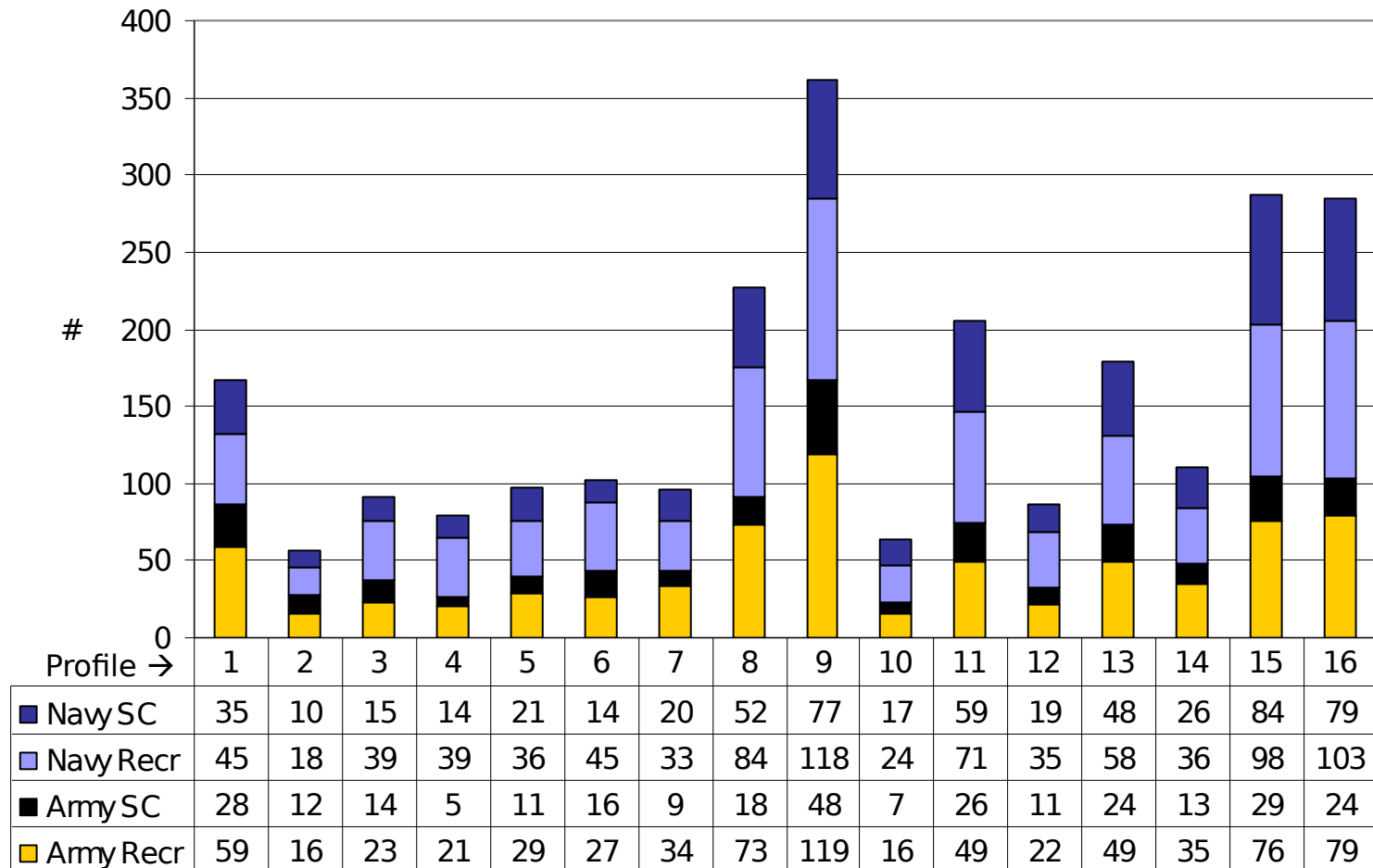
## ☀ Station Commander Screening Instrument

- ☐ Screen recruiters and identify individuals with the natural attributes required for managing sales personnel
- ☐ Begin screening of station commander applicants by 3rd Qtr FY02
- ☐ Screen 280 station commander applicants by 4th Qtr FY02 for assignment in FY03



# Recruiters and Station Commanders

## Profile Distribution

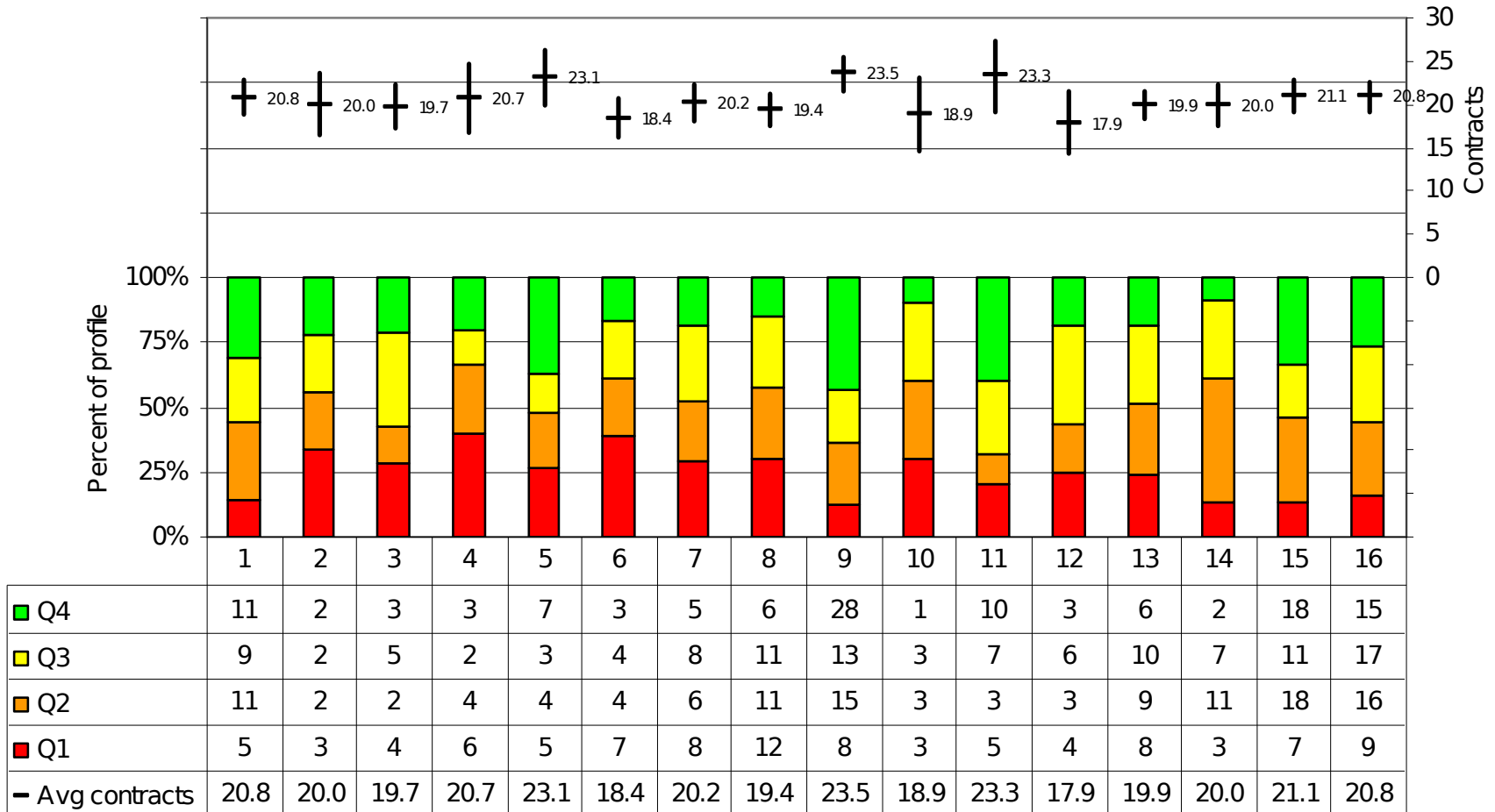


**1 Initiate**   **5 Operate**   **9 Perceive**   **13 Plan**  
**2 Perform**   **6 Practical**   **10 Compose**   **14 Theory**  
**3 Classify**   **7 Implement**   **11 Verbal**   **15 Analyze**  
**4 Reliable**   **8 Organize**   **12 Clarify**   **16 Conceptual**



# RA Recruiter (not SC)

## Quartile Distribution by Profile



1 Initiate    5 Operate    9 Perceive    13 Plan  
 2 Perform    6 Practical    10 Compose    14 Theory  
 3 Classify    7 Implement    11 Verbal    15 Analyze  
 4 Reliable    8 Organize    12 Clarify    16 Conceptual





# Regional and Community Partnership Strategy

- ☀ Partner with industry and education coalitions that promote the next generation of educated and trained community leaders

## ☀ Current Partnership Models

- ❖ Rising Star/College First with Dallas County Community College (19.6% Hispanic)
  - Promotes HS Graduation rates in Dallas Independent School District (88% minority)
  - Grants Scholarships for tuition, fees, and books and ARMY provides \$150/\$300 stipend
  - Provides preferential hiring with PaYS partners in Dallas (EDS, Lockheed)
- ❖ Pima County Community College
  - Similar objectives but limited PaYS partners at this time

- ☀ Objective -- Pooling Army and Community resources to create a sustainable, mutually beneficial solution that provides educated, trained, discipline workforce.



- ❖ Can this model work for you?

**"Stay in School"**



**"Graduate.. You can do it"** ← COLLEGE FIRST → ← ARMY PaYS →

### Barriers

HS drop-out rate is 11% for the overall population

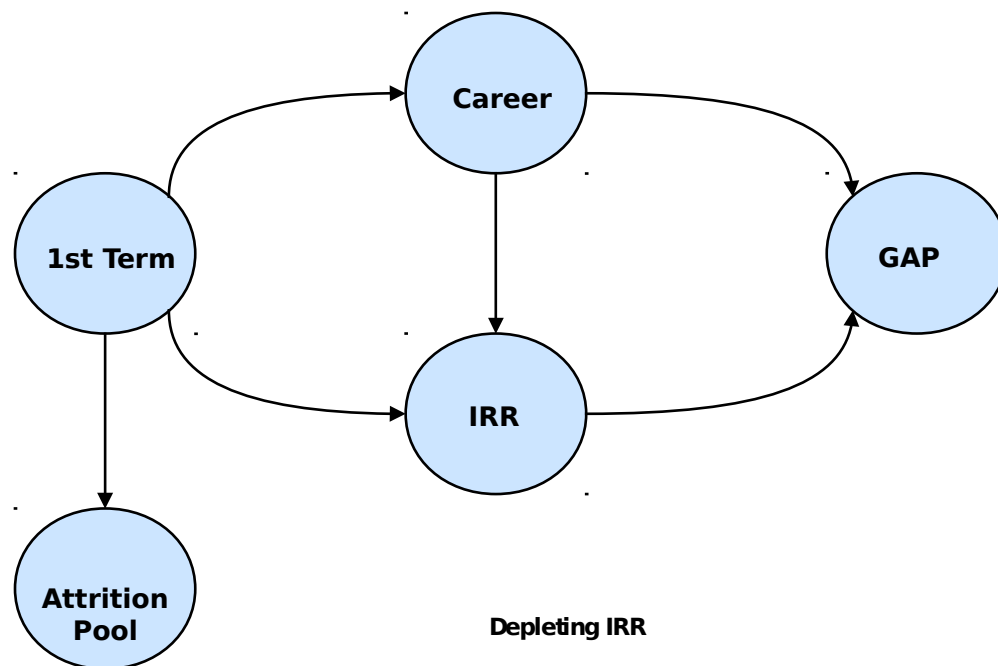
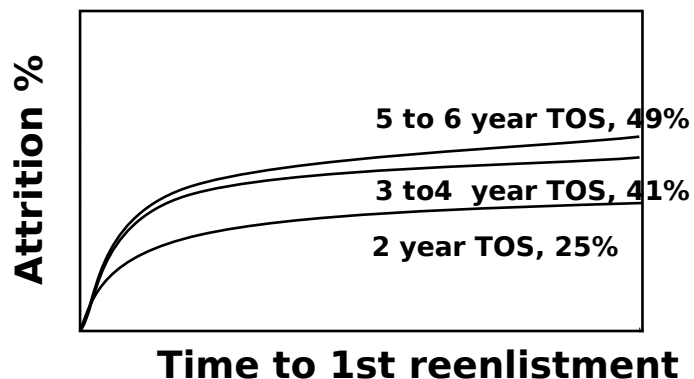
Only 63% of graduates attend college and of those 66% do not graduate

\*Data extracted from NCES statistics



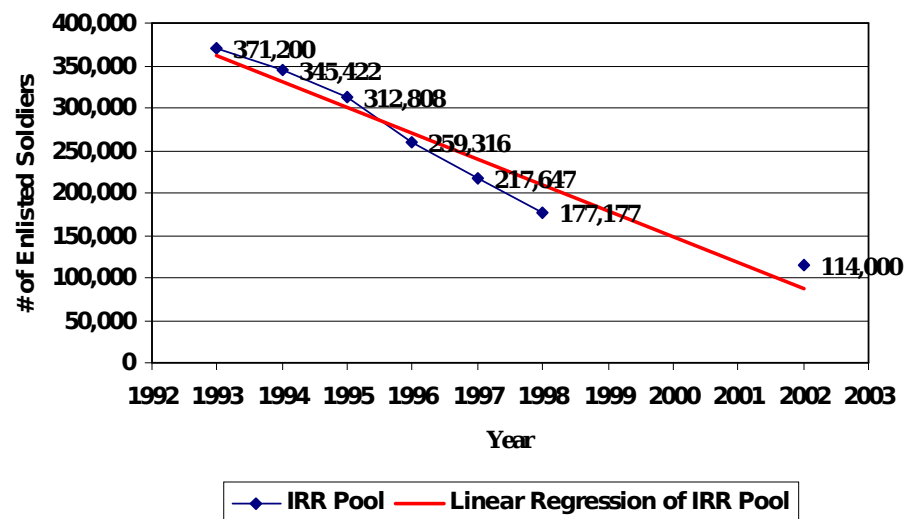
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# Short Term of Service Strategy



## Goals:

- \* Substantially penetrate the College/Grad Market
- \* Reduce pressure on Prior Service/TRR Market
- \* Decrease 1st term attrition
- \* Increase quality in the Career Force
- \* Increase USAR TPU Readiness
- \* Rebuild a dangerously depleted IRR
- \* Reduce IET Demand
- \* Close the widening civil-military gap in American Society



# USAREC Strategic Framework: Annual Objectives



# FY02 Objectives For USAREC

**Achieve All Missions (79,500 RA / 28,825 USAR)**

**Create A Positive Work Environment**

**Achieve a 12% or less DEP Loss Rate**

**Decrease Non-Producers to 10% or Less**

**Decrease College Contracts to 15,800 (15%) (FY01: 13,764)**

**Decrease Hispanic Contracts to 12,320 (12%) (FY01: 9,684)**

**Build a 27.7K FY03 EDEP**

**Secure And Sustain Leading Edge Technology**

**Make Safety The Second Skin Of Our Daily Lives**

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# USAREC Strategic Framework: Mission Achievement



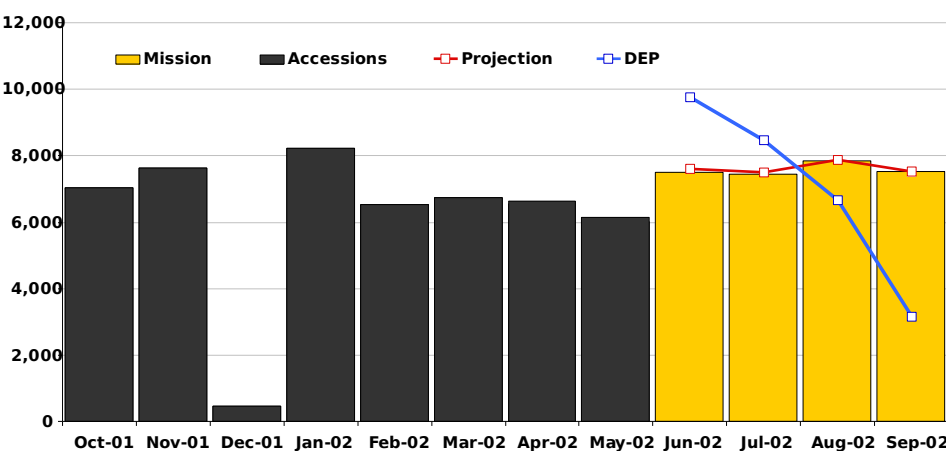
# Recruiting Status FY02

As of End of May 02

RA	FY00	FY01	FY02 YTD
<b>Mission</b>	<b>80,000</b>	<b>75,800</b>	<b>49,187</b>
<b>Accomplishment</b>	<b>80,113</b>	<b>75,855</b>	<b>49,399</b>
	<b>113</b>	<b>55</b>	<b>212</b>

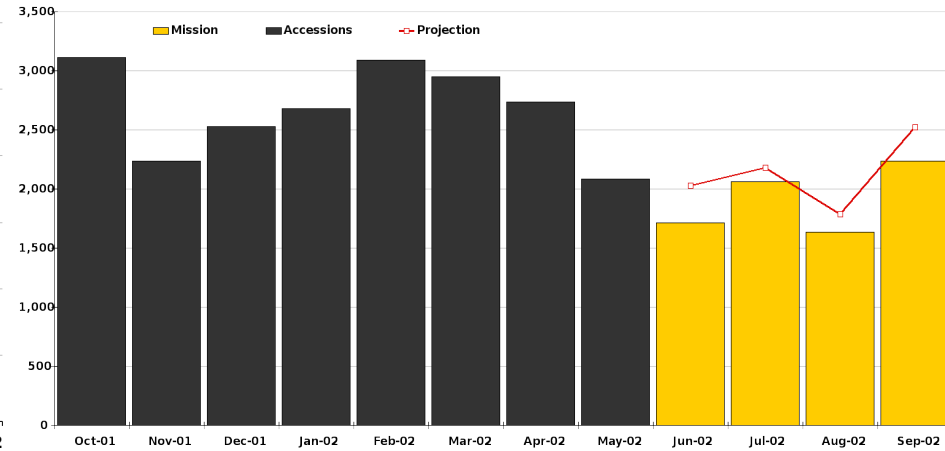
USAR	FY00	FY01	FY02 YTD
<b>Mission</b>	<b>41,961</b>	<b>34,910</b>	<b>21,179</b>
<b>Accomplishment</b>	<b>42,086</b>	<b>35,522</b>	<b>21,418</b>
	<b>125</b>	<b>612</b>	<b>239</b>

## Regular Army As of End of May 02 Army Reserve



**27.7K EDEP Goal for FY03**

**Current Projection is Between 24 - 27.7K**



**U.S. Army Recruiting Command**

# FY02 Mission

## Accomplishment

### FY02 Regular Army (Active Duty)

Category	Mission	Achieved	Percent
NPS	73,500	72,333	98.4%
PS	6,000	5,259	87.7%
Total	79,500	77,592	97.6%

Category	DA Goal	% Ach
HSDG	≥ 90%	90.8%
CAT I-III A	≥ 62.5%	69.2%
CAT IV	≤ 2%	1.4%

### FY02 Army Medical Department\*

Regular Army				Army Reserve		
Corps	Msn	Ach	Percent	Msn	Ach	Percent
Nurse	214	214	100%	620	411	66.3%
Dental	113	63	29.4%	118	49	41.5%
Medical	387	64	16.5%	395	178	45.1%
Spec Corps	29	13	45.2%	32	33	103.1%
Vet	42	175	415.5%	20	21	105.0%
Med Svc	142	94	66.9%	258	239	92.6%
	19	19	100%			
	14					

### FY02 Army Reserve\*

Category	Mission	Achieved	Percent
NPS	14,731	10,544	70.5%
PS	20,881	14,731	74.4%
Total	20,881	21,437	102.7%

Category	DA Goal	% Ach
HSDG	≥ 90%	95.7%
CAT I-III A	≥ 62.5%	68.8%
CAT IV	≤ 2%	0.6%

### FY02 Special Missions\*

Category	Mission	Achieved	Percent
WOFT (FY03)	580	224	38.6%
OCS (RA)	610	635	104.1%
OCS (USAR)	24	18	75.0%
Technical Warrant (FY03)	643	242	37.6%
Special Forces (Enl)	2,200	1,789	81.3%
Special Forces (Off)	297	323	108.8%
160th SOAR	160	167	104.4%
Band	178	150	84.3%
Chaplain (USAR)	190	108	56.8%
ACASP (97E / 98X)	204	108	52.9%



# Current Quality Marks

**Congress**  
**TSC IV** - <20%  
**HSDG** - None  
**TSC I-III A** - None

**DOD**  
**TSC IV** - <4%  
**HSDG** - >90%  
**TSC I-III A** - >60%



		<b>Regular Army</b>	<b>USAR</b>
	<u>DA REQ'T</u>	<u>Acc + DEP</u>	<u>Accessions</u>
<b>HSDG</b>	> <b>90.0%</b>	<b>91.0%</b>	<b>96.0%</b>
<b>I-III A</b>	> <b>62.5%</b>	<b>69.0%</b>	<b>69.0%</b>
<b>CAT IV</b>	< <b>2.0%</b>	<b>1.4%</b>	<b>0.6%</b>
<b>Female</b>	> <b>18.0%</b>	<b>20.2%</b>	<b>29.7%</b>

**As of COB**  
**05-J un-02**



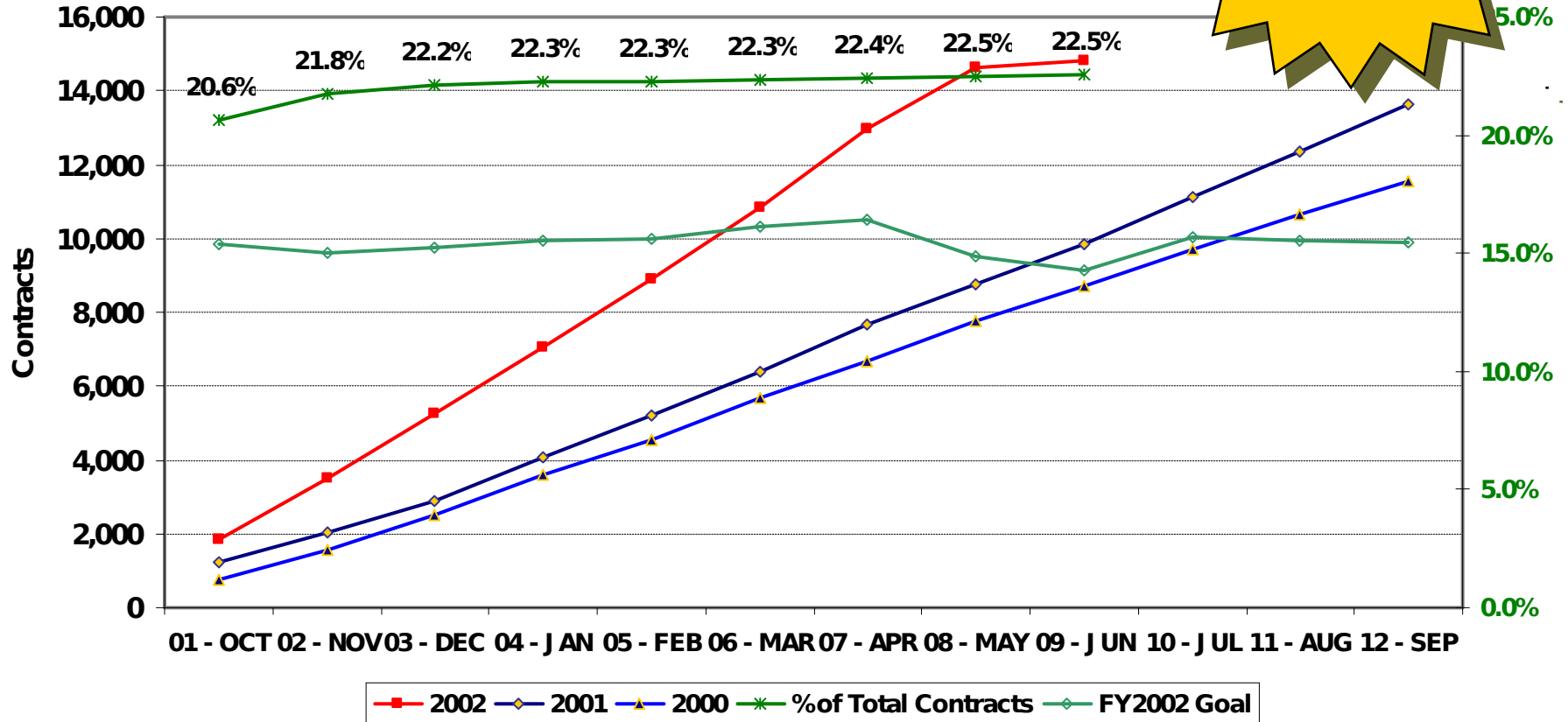


# College Contracts

(Some College Contracts)

## College Penetration

**GOAL**  
**15,800**  
**contract**  
**s\***



**Command Currently at 22.5% ahead by 4363**

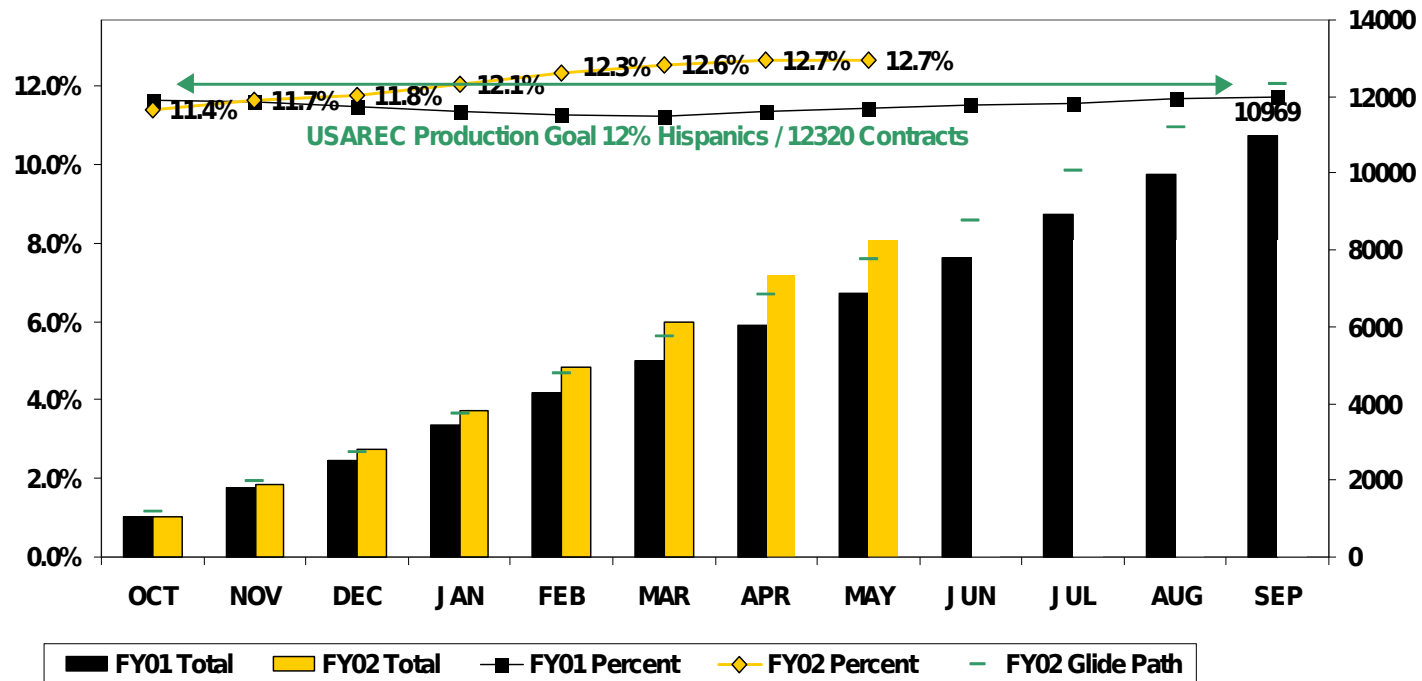
As of 4 JUN 02



**U.S. Army Recruiting Command**

# FY02 Hispanic Contracts

## Cumulative Hispanic Contracts



UPDATE 04-Jun  
UPDATE FREQUENCY: MONTHLY

Through May, the Command is 378 contracts ahead of glide path  
54.5% of Hispanic applicants scoring H-III A (55.3% excluding 119 FLRI applicants)



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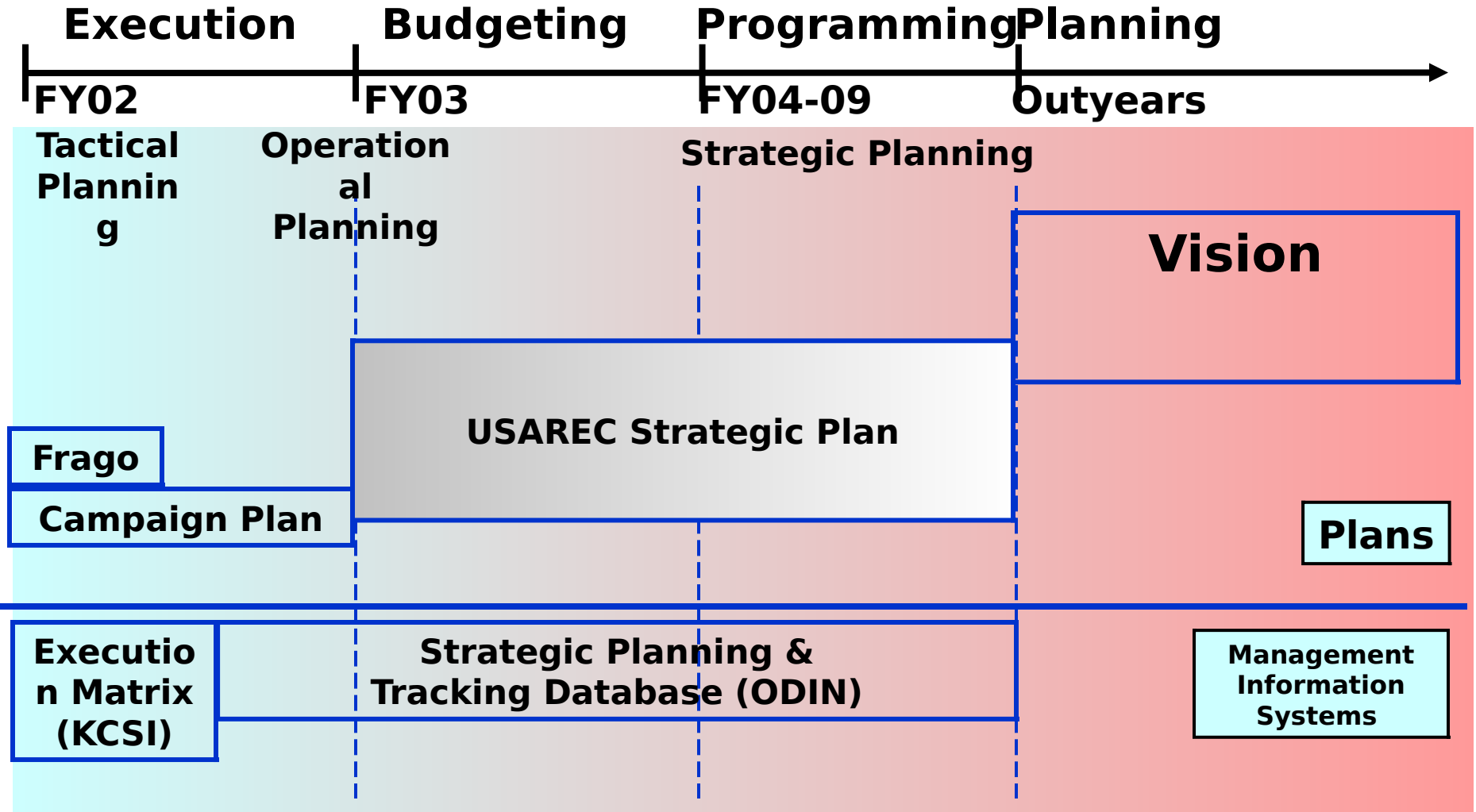
# USAREC Strategic Framework: Linking Strategy to Measurable Results



# USAREC Strategic Crosswalk



# USAREC Planning System



# Among our already more propensed target, military propensity is unchanged since September 11th.

## Propensity To Join

Base: Total  
Rolling 6 weekly data

Potential Recruits

Feb Mar Apr May Jun Jul Aug Sep Oct

Definitely will  
Probably will  
Probably not  
Definitely not

Q1	Q2	Q3	9/9 - 10/6
A	B	C	D
%	%	%	%
4	7	5	4
13	15	15	16
54	50	52	51
27	28	26	28

9/11

Probably Will Not

Definitely Not

Probably Will

Definitely Will

Feb  
2001

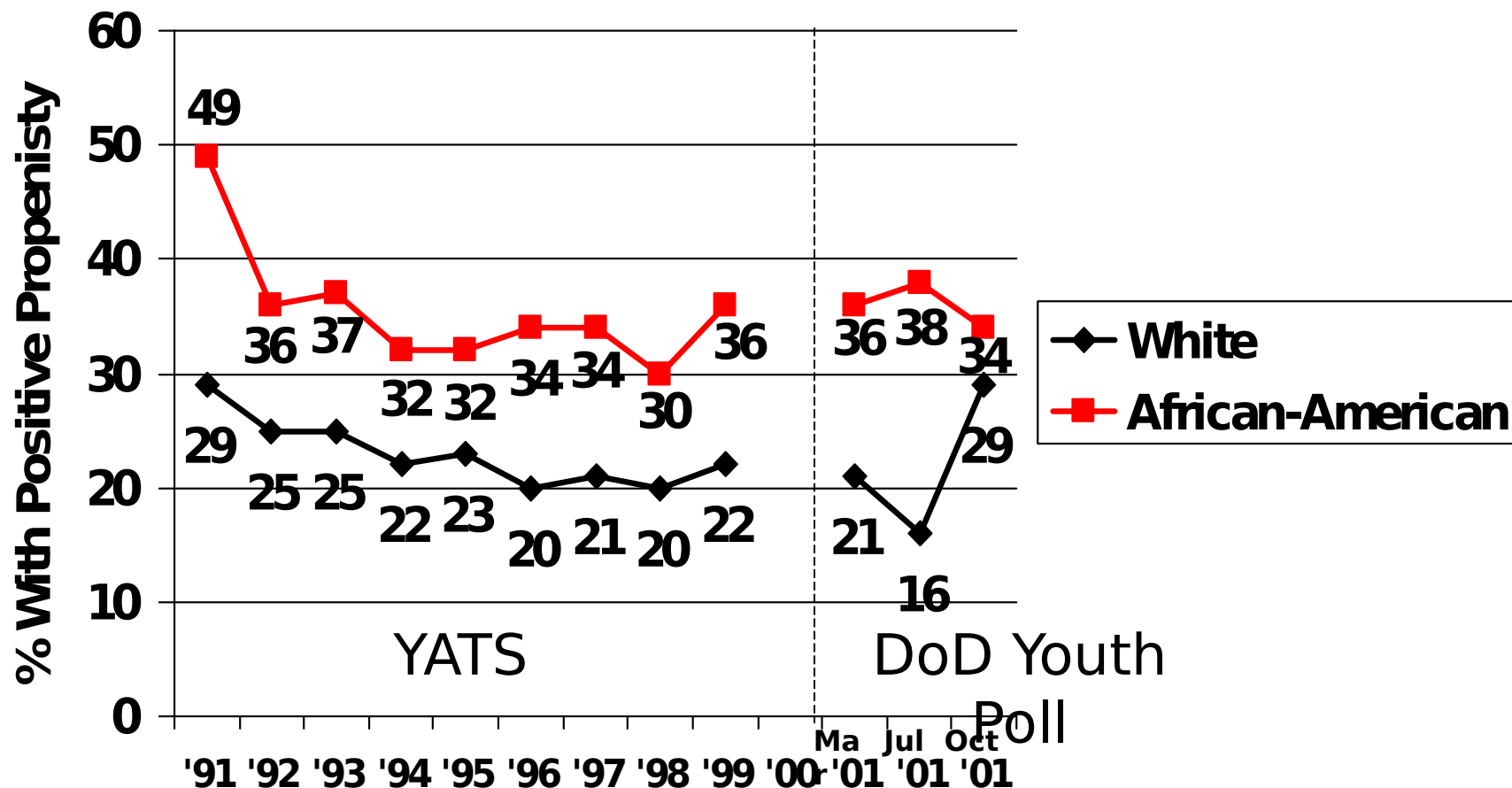
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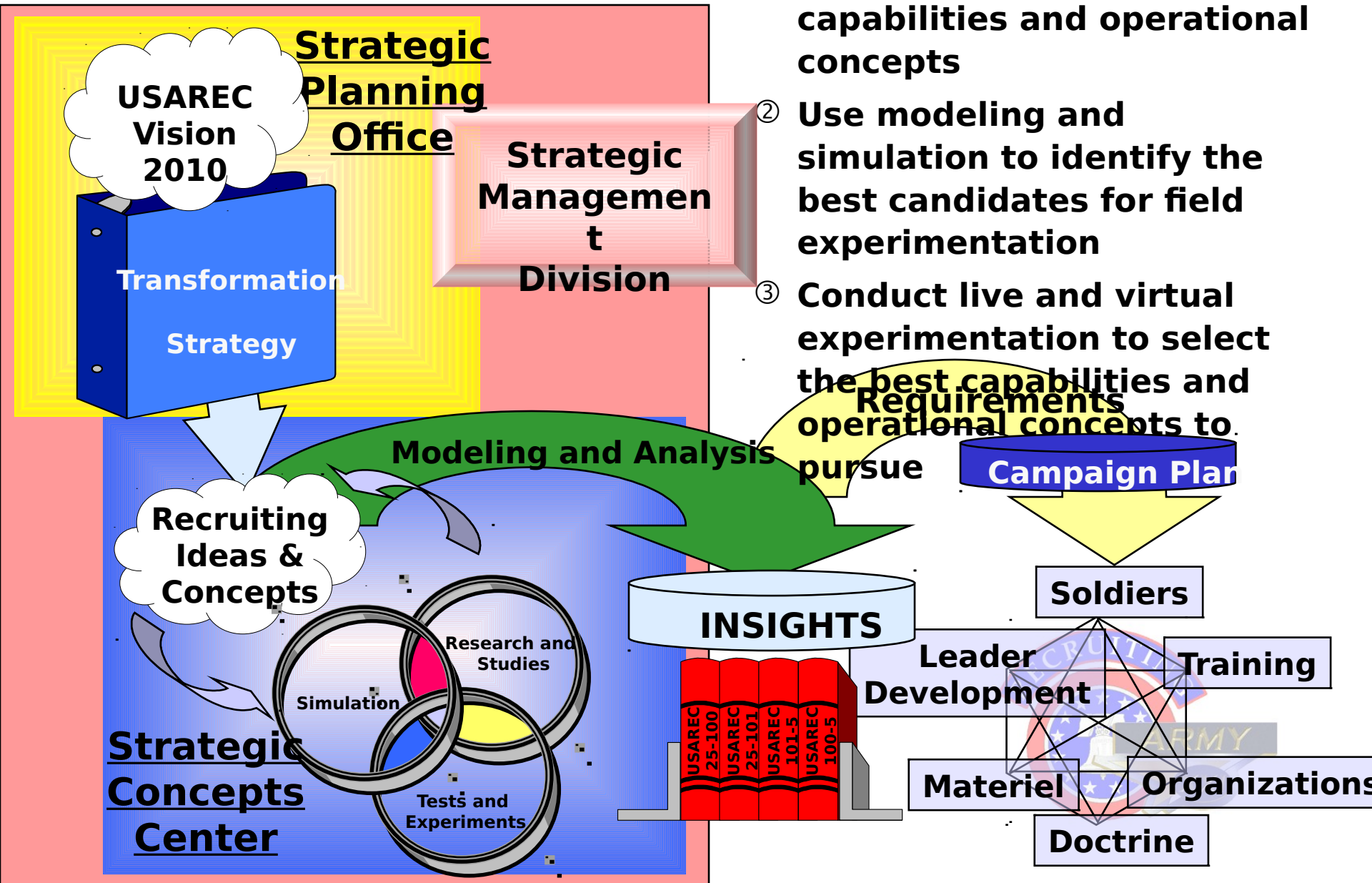
# Propensity for Active Duty Service

(Men, 16-21 Years Old)



# USAREC's Engine For Innovation

- ① Develop candidate capabilities and operational concepts
- ② Use modeling and simulation to identify the best candidates for field experimentation
- ③ Conduct live and virtual experimentation to select the best capabilities and operational concepts to pursue

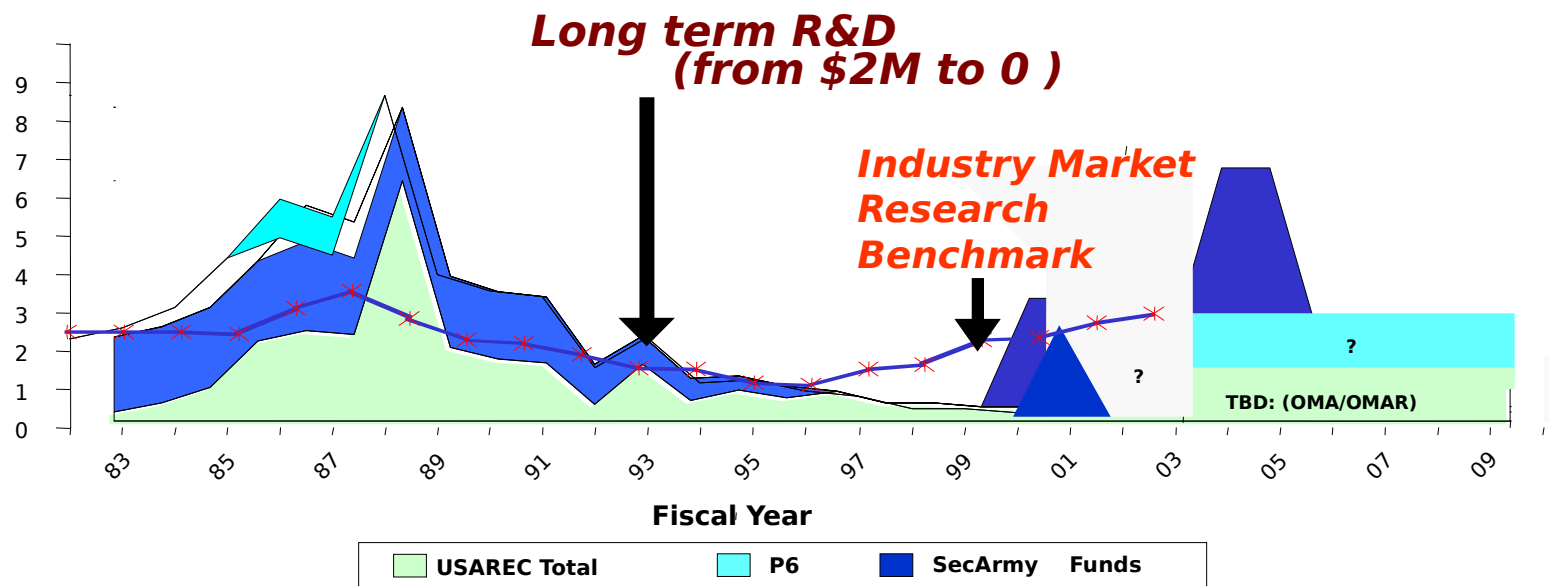
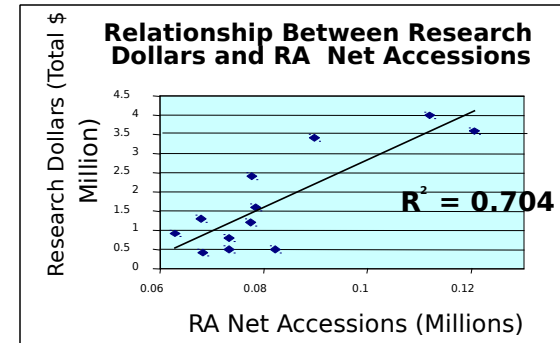




# Historical/Current Funding Profile

**Total averaged over  
3M/year in 80's to  
0.4M in FY99-01**

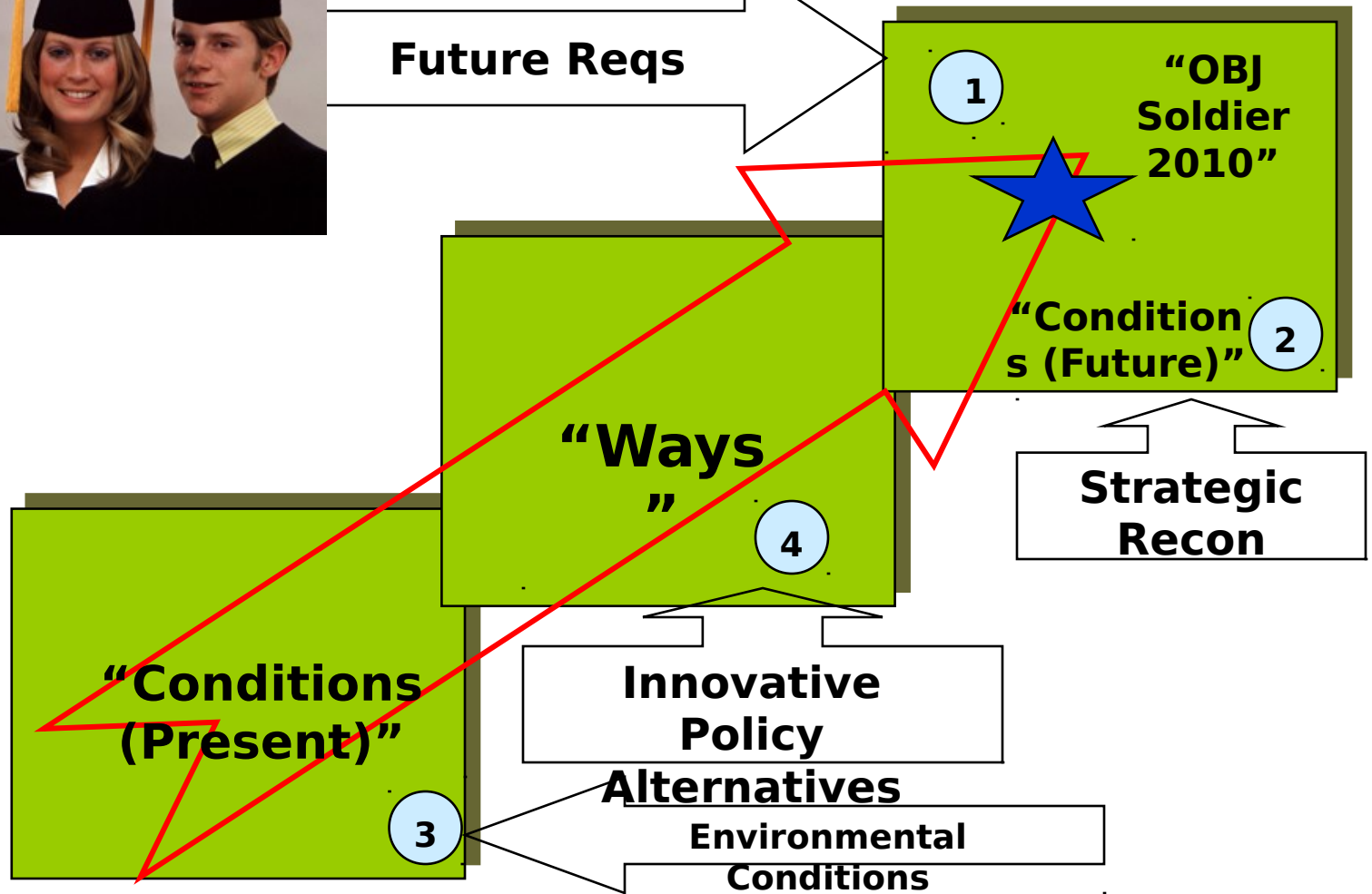
**USAREC = Short term studies  
(from \$6.5M to \$.4M)**



# The Path To The Future



Future Reqs



1999

2010



# Recruiting Research Consortium (RCC) Model

## Thrust 7: Recruitment Context

External Environment; Organization Characteristics; Institution Norms; Policy Options

### Thrust 2 : Supply

Youth Supply & Forecasting

Characteristics, Influencers, Culture

Non-traditional Populations

### Thrust 3 : Marketing

Marketing (AIC)

Youth Perceptions, Behavior & Intent

### Thrust 1 : Recruiter Sales Force

Training & Development



Personnel Selection & Assessment

Recruiting Personnel Performance



### Thrust 6: Recruiting Management & Organization

### Thrust 4 : Recruitment Activities

Recruiter Contact (targeting & methods)

Enlistment Decision

Service Offerings (MOS, TOS, Options)

Recruit Processing & Procedures

QNE/DEP Loss

DEP Management

Post-enlistment Attitudes, Behavior & Perceptions

### Thrust 5 : First Term

Reception



IET Completion



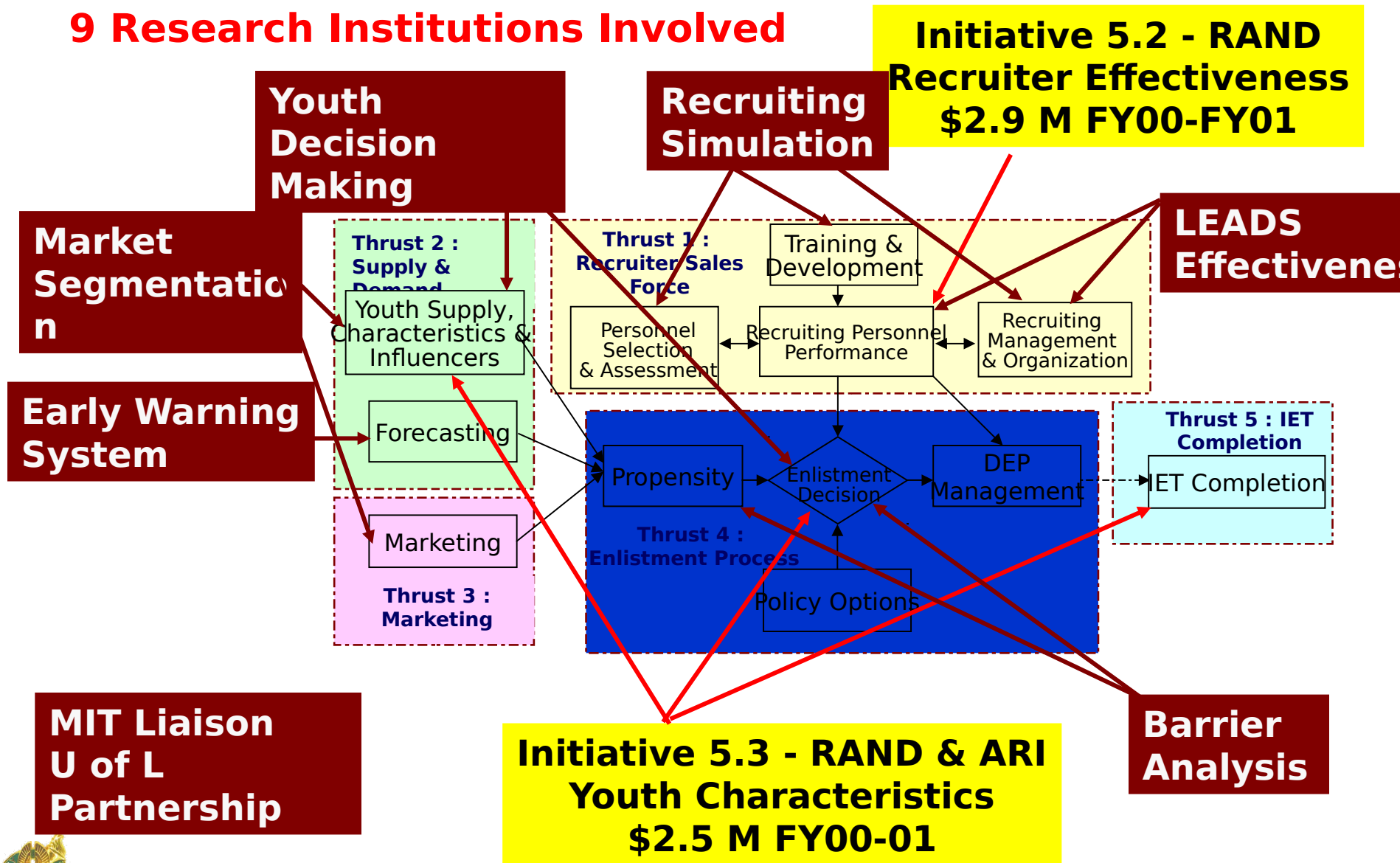
Retention

Soldier Attitudes, Behavior, and Perceptions



# Impact on Recruitment Model

## 9 Research Institutions Involved



# Handouts

- ★ **USAREC Vision and Transformation Strategy**
- ★ **“Reinventing Army Recruiting” - Interfaces Article**
- ★ **Regional and Community Partnership Strategy**
- ★ **Effects of Expanding Short Term of Service Options on Army Force Readiness**

## Initiatives

- ★ **Army Accession Command**
- ★ **National Academy of Services Special Committee on Youth Population and Military Recruitment**
- ★ **Outsourcing Initiatives**
- ★ **National Service Proposals**



# Questions?

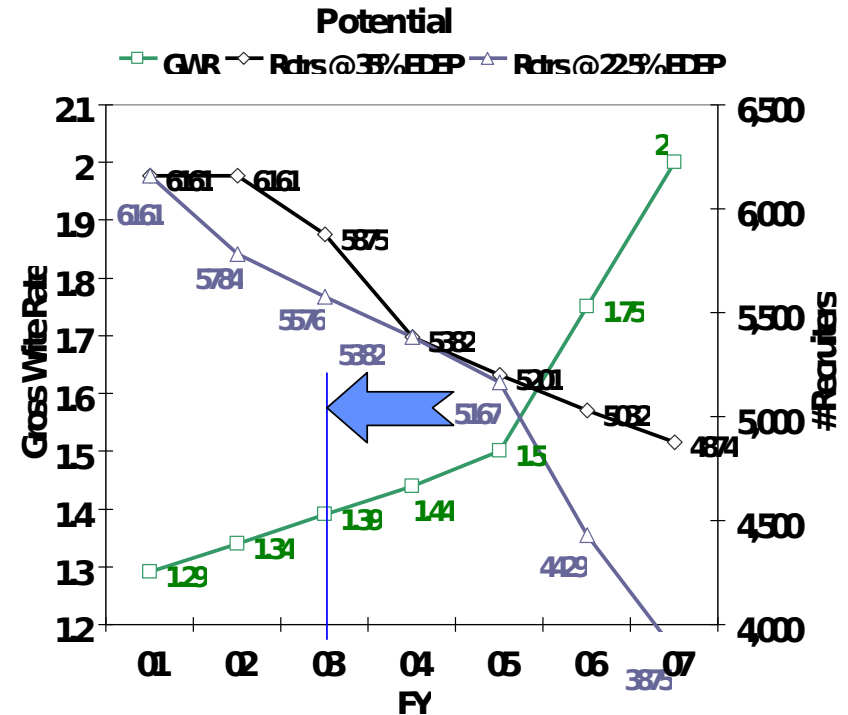


# Back-Up Slides



# “Professionalizing the Sales Force”: Increasing Recruiter Productivity

- ☀ **Improving Recruiter Effectiveness**
- ☀ **Original Objectives**
  - ➡ **FY05 Goal of 1.5 GWR**
  - **FY07 Goal of 2.0 GWR**
- ☀ **Decision**
  - **Accelerate timeline of 1.5 GWR goal from FY05 to FY03**





# USAREC's Concept to Sustain Innovation

